



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
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OPNAV INSTRUCTION 1040.11C

From: Chief of Naval Operations

Subj: NAVY ENLISTED RETENTION AND CAREER DEVELOPMENT PROGRAM

Ref: (a) NAVPERS 15878K, Bureau of Naval Personnel Career
Counselor Handbook
(b) OPNAVINST 1306.2E
(c) BUPERSINST 1150.1C
(d) OPNAVINST 1900.1D
(e) OPNAVINST 1900.2B
(f) BUPERSINST 1001.39F
(g) COMNAVRESFORINST 1001.5E
(h) OPNAVINST 1740.3B
(i) OPNAVINST 1740.4C
(j) OPNAVINST 1040.10A

1. Purpose. To provide guidance for the management and operation of the Navy Enlisted Retention and Career Development program per references (a) through (j). This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 1040.11B.

3. Discussion. The Navy Enlisted Retention and Career Development program is designed to improve the ability of our Sailors to achieve their professional goals and positively impact their desire to remain on Active duty or transition to the Navy Reserve. Active involvement of the chain of command, from the top down, is the key element to a successful career development program and provides the guidance our Sailors need to meet their personal and professional goals. This instruction is designed to function as guidance for all Navy commands. Individual command instructions are not required.

4. Objectives. The Navy Enlisted Retention and Career Development program provides a means of strengthening all policies and programs designed to:

a. Maintain personnel stability by retaining top quality Sailors in the proper skills balance and at the required numbers.

b. Ensure all Sailors and their families are provided the necessary guidance to make informed career decisions.

c. Encourage members to actively participate in the Navy Reserve if they leave active Navy service and to ensure they receive appropriate transition counseling.

d. Ensure the Command Master Chief/Chief of the Boat/Senior Enlisted Leader (CMC/COB/SEL) and Command Career Counselor (CCC) team is the focal point for career development initiatives within the command.

5. Feedback. The Navy Enlisted Retention and Career Development program relies on robust interaction with Sailors and their families. All Sailors must be given the opportunity to provide feedback to senior Navy leadership. Sailors are encouraged to submit recommendations and feedback to Navy Personnel Command (NAVPERSCOM) utilizing the ARGUS Career Milestone, Navy Personnel Survey, participation in Quick Polls and other surveys or contacting NAVPERSCOM Customer Service Center (CSC) at cscmailbox@navy.mil or calling 1-866-U-ASK-NPC (1-866-827-5672).

6. Policy. To fully optimize the Navy Enlisted Retention and Career Development program, all Career Counselors (CCs) will be provided the necessary equipment, training and staffing to properly carry out their responsibilities.

7. Responsibilities and Action

a. Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (N1) shall:

(1) Exercise oversight of the Navy Enlisted Retention and Career Development program.

(2) Provide annual Active and Reserve reenlistment targets to fleet and other echelon 2 commanders.

(3) Ensure all commands are equipped with the proper Navy Counselor (NC) manning or Navy Enlisted Classification Code (NEC) 9588, Career Information (CI) program advisor, per current staffing standards.

(4) Act as the principal advisor for the NC rating and NEC 9588 community.

b. Office of the Chief of Naval Operations (OPNAV), Head, Enlisted Force Shaping (N132) shall:

(1) Serve as the central point of contact for retention policy issues, and shall establish Career Information Program Management (CIPM) guidelines to ensure standardization of career development programs throughout the Navy.

(2) Assess the impact of personnel policies, analyze problem areas, formulate recommendations for corrective action and propose changes that will positively affect reenlistment and attrition.

c. Center for Career Development (BUPERS-33) shall:

(1) Liaise with fleet and echelon 2 commanders on training, programs, policies and planning for leadership regarding reenlistment and attrition matters.

(2) Monitor Navy reenlistment and attrition trends. Analyze, maintain, and disseminate command reenlistment and attrition data to fleet and other echelon 2 commanders.

(3) Ensure the Career Development Training Course (CDTC), First Term Success Workshop (FTSW), and Reserve Affiliation Success Workshop (RASW) are updated and posted on the NAVPERSCOM Web site under "StayNavy."

(4) Provide real-time, up-to-date training through Career Management Symposia (CMS). Include briefings which will provide the latest retention tools to local Commanding Officers (COs), Executive Officers (XOs), CMCs/COBs, CCCs/unit CCs, and various peer groups.

(5) Provide career development training at Command Leadership School to prospective COs/XOs and CMCs.

(6) Operate and maintain career development information on the StayNavy section of the NAVPERSCOM Web site.

(7) Collect, analyze, and disseminate Career Milestone Survey results.

(8) Act as the principal advisor for the NC rating and NEC 9588 community.

d. Master Chief Petty Officer of the Navy shall:

(1) Act as principal advisor to the Chief of Naval Operations (CNO) and work closely with BUPERS-33 regarding Sailor advocacy policies and issues.

(2) Ensure that CMCs, COBs, and SELs are trained and fully understand their role to support all Sailorization programs, including the Navy Career Development program, per references (a) and (b). Duties of the CMC, COB and SELs are directly related to the welfare of Sailors and their families.

e. Navy Recruiting Command shall:

(1) Per reference (c), establish and maintain recruiting support programs that provide opportunities for Sailors to assist local recruiters in locating and enlisting, or commissioning, qualified individuals.

(2) Provide a formal pre-separation presentation to all qualified Sailors separating from Active duty, using Navy Reserve Career Information Teams (CARITs), as outlined in reference (d).

(3) Provide direction and support for CARITs to accomplish coordination, scheduling, and presentation of Navy Reserve briefings for Active duty Sailors.

(4) Provide demobilization briefings for all mobilized Reservists.

f. Fleet and other echelon 2 commanders shall:

(1) Ensure all commands utilize the Career Information Management System (CIMS) for career development of their Sailors when available.

(2) Establish retention recognition program that aligns with the CNO reenlistment and attrition targets.

(3) Monitor CCC course (A-501-0011) and the Reserve Component CI course (R-501-0005) and recommend changes to the Center for Personal and Professional Development and Navy Reserve Professional Development Center (NAVRESPRODEVCCEN).

(4) Provide initial onsite and continuous training to CCC/unit CCs assigned to:

(a) Type/force/regional coordinators.

(b) Other echelon 3 commanders.

(c) Immediate Superiors in Command (ISICs), as needed.

(d) Common support directorate/Naval submarine support commands.

(5) Monitor, analyze and provide feedback on reenlistment and attrition trends.

(6) Liaise with BUPERS-33 on policy and planning for retention matters. Assess retention impact on Sailors, whenever policies are proposed or changed, and provide feedback.

(7) Monitor and provide recommendations concerning distribution and manpower requirements for NC and NEC 9588 assets.

(8) Using reference (a), appendices A and C, conduct an annual command career development program review for all direct reporters.

g. Navy Reserve Forces Command (NAVRESFORCOM) shall:

(1) Establish policies and procedures for Reserve specific programs supportive of the Navy Enlisted Retention and Career Development program.

(2) Per reference (a), prescribe and govern the methods for RASW.

(3) Participate in periodic reviews of the NAVRESPRODEVCECEN CI course (R-501-0005).

(4) Collect, analyze, and disseminate Reserve Force Career Milestone Survey results.

(5) Conduct periodic career development training for echelon 4 counselors.

(6) Conduct tri-annual assessments as directed by NAVRESFORCOM Inspector General's office.

h. Type Commanders (TYCOMs), regional commanders, common support directorate, and ISICs shall:

(1) Monitor the use of CIMS by all commands for the career development of their Sailors.

(2) Using reference (a), appendices A and C, conduct an annual CIPM review for all subordinate and supported commands.

(3) Disseminate best practices to subordinate commands with information obtained from annual reviews to ensure all commands have every opportunity to succeed.

(4) ISICs, regional commanders and common support directorates, conduct quarterly career development team meetings for all commands under their cognizance, ensuring all CCCs/unit CCs attend and that COs/XOs/CMCs/COB/SELs are invited.

(5) ISICs, regional commanders and common support directorates, conduct assist visits for all commands under their cognizance, quarterly, or as needed. Reserve Component regional commanders shall conduct assist visits for Navy Reserve units when requested by the Active Component gaining command, operational support officer or unit CO.

(6) Monitor attendance and provide recommendations and feedback concerning Transition Assistance Program (TAP) seminars, per reference (e).

(7) Provide initial onsite and continuous career development training to CCCs/unit CCs assigned to subordinate and supported commands.

(a) Regional counselors shall coordinate area-wide career development training once each quarter (at a minimum) for all commands within their area of responsibility. Reserve Component regional commanders shall coordinate training semi-annually.

(b) ISICs, TYCOMs, regional commanders, common support directorates, and submarine support organizations will coordinate training for subordinate and supported commands at least monthly and will assist CCCs in coordinating and conducting CDTC and FTSW for their commands. Navy Operational Support Centers (NOSCs) will conduct the RASW for supported units in conjunction with command indoctrination.

(8) Regional commanders shall coordinate area-wide career management symposiums.

(9) Ensure that commands with initial tour CCC/unit CC provide feedback on performance, preparedness, and counselor knowledge, using the CCC/Unit CC Fleet Feedback report per reference (a).

(10) Review and analyze monthly reenlistment and attrition statistics of subordinate and supported commands.

(11) Brief prospective COs/XOs/CMCs/COBs/SELs on career development programs and policies.

(12) NOSC shall provide administrative assistance to supported units for reserve specific programs per references (f) and (g).

i. COs and Officers in Charge (OICs) shall:

(1) Establish and maintain an aggressive and proactive command career development program, as outlined in this instruction and reference (a). Ensure the use of CIMS for the career development of their Sailors.

(2) Ensure command career development team meetings are conducted quarterly, at a minimum. Team composition will include CO, XO, CMC/COB/SEL, CCC/unit CC, department heads and department leading chief petty officers. It is recommended that

COs invite the command ombudsman to participate as a team member. Additional members are encouraged to attend, as appropriate.

(3) Ensure the CMC/COB/SEL and CCC/unit CC develop and maintain a career development team training program. All unit, department and division CCs must attend the CDTTC.

(4) Ensure all department/division/unit CCs are designated in writing.

(5) Use the CCC/unit CC as the primary source of CI and to organize, manage and train the career development team and supervisors. Client-to-counselor ratio should be no greater than 30:1.

(6) Ensure the CCC/unit CC has a computer system that is capable of running career development and associated online programs.

(7) Ensure the CCC/unit CC has suitable office space, access to private counseling space, voice and data communications and internet capability, as each platform allows.

(8) Ensure all transitioning or de-mobilizing Sailors receive formal, pre-separation counseling using DD 2648, Pre-Separation Counseling Checklist for Active Component Service Members and DD 2648-1, Pre-Separation Counseling Checklist for Reserve Component released from Active or Reserve duty, respectively, as required by reference (e). Provide an Individual Transition Plan (ITP) as requested.

(9) Per reference (b), ensure the CMC/COB/SEL chairs, monitors and participates in the command's Career Development Board (CDB) program.

(10) Review CDB minutes and endorse as appropriate.

(11) Ensure the command conducts effective command sponsor and indoctrination programs, as outlined in reference (h).

(12) Ensure the CMC/COB/SEL and the CCC/unit CC conduct periodic internal CIPM review, using reference (a), appendix A. At a minimum, these reviews should be conducted when key

leadership changes occur. Commands are encouraged to seek assistance from their ISIC, TYCOM, or Reserve Component regional commander, as necessary.

(13) Encourage conversion from overmanned to undermanned ratings to provide the greatest opportunity for upward mobility, utilizing career reenlistment objectives.

(14) Establish and maintain an aggressive officer career development program.

(15) Ensure all single parents and military couples with family members are counseled per reference (i).

(16) Ensure all Sailors in pay grades E1 through E4 attend a FTSW and ensure all Reserves attend RASW upon affiliation, per reference (a). Recommend including FTSW as part of the command indoctrination.

(17) Per reference (a), provide feedback on performance, preparedness and counselor knowledge on all initial tour CCC/unit CC, using the CCC/Unit CC Fleet Feedback report.

(18) Ensure all eligible transitioning Sailors receive counseling on the benefits of Navy Reserve affiliation.

(19) Encourage Sailors to participate in the ARGUS Career Milestone Survey at key career milestone transition points, per reference (j). The ARGUS Survey can be found on the Bureau of Naval Personnel (BUPERS) Online Web portal.

j. CMCs/COBs/SELs shall:

(1) Directly supervise and support CCC/unit CCs in the performance of their duties.

(2) Support career development program management, emphasizing chain of command involvement, per reference (a).

(3) Chair CDBs and participate in the following per references (a) and (b): career development team meetings, command sponsor and indoctrination programs.

(4) Ensure CDBs are held per reference (a).

(5) Forward a written report to the CO or OIC discussing CDB actions and recommendations.

(6) Provide feedback on performance, preparedness, and counselor knowledge on all initial tour CCCs/unit CCs, per reference (a), using the CCC/Unit CC Fleet Feedback report.

(7) Coordinate quarterly training for chief petty officer's mess on career development programs, per reference (a).

k. CCC/unit CCs shall:

(1) Be responsible to the CO and report directly to the CMC/COB/SEL for all matters related to career development program management.

(2) Manage the career development program, per reference (a).

(3) Be a graduate of the CCC course (A-501-0011) or Reserve Component CI course (R-501-0005).

(4) Conduct CDTCs that will maintain training levels of 100 percent for all department/division CCs.

(5) Conduct monthly training for career development team members.

(6) As part of the CO's monthly report, provide the following information:

(a) Career/Retention Activity report (reference (a), appendix B).

(b) Minutes of the career development team meeting/training.

(c) Fifteen-month expiration of active obligated service/expiration obligated service/projected rotation date lists.

(d) CDB minutes.

(e) Career Information Program Analytical report.

(7) Ensure all Sailors in pay grades E1 through E4 attend FTSW within 6 months of reporting onboard, per reference (a). Ensure all Reserves on initial assignment attend RASW, per reference (a). Recommend including FTSW/RASW as part of command indoctrination.

(8) Conduct periodic reviews of each department's career development program. Provide written feedback to the chain of command.

(9) Disseminate career development information, per reference (a).

(10) Ensure all eligible Sailors receive counseling on career development programs and benefits, per reference (a).

(11) Ensure all eligible Sailors receive counseling on the benefits of Navy Reserve affiliation.

(12) Counsel all separating first-term Sailors, with remaining military service obligation, about the Individual Ready Reserve.

(13) Ensure all Sailors separating, transferring to the Fleet Reserve, or retiring receive pre-separation/retirement counseling, as outlined in reference (e).

(a) Ensure the required DD 2648 or DD 2648-1 form is completed, per reference (e).

(b) Ensure every transitioning Sailor is provided assistance with developing an ITP, if requested, per reference (e).

(c) Coordinate TAP quotas for Sailors who are separating, transferring to Fleet Reserve, or retiring.

(14) Ensure all eligible Sailors are scheduled to attend the Navy Reserve pre-separation counseling conducted by CARIT.

8. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed per Secretary of the Navy (SECNAV) Manual 5210.1 of November 2007.

9. Reports and Forms

a. The reporting requirements contained in this instruction are exempt from reports control, per SECNAV M-5214.1 of December 2005.

b. DD 2648 (06-05), Pre-Separation Counseling Checklist for Active Component Service Members, and DD Form 2648-1 (06-05), Pre Separation Counseling Checklist for Reserve Component Service Members Released from Active Duty, are available at:
<http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm>.



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